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SHARING THE LOAD

Finding a Balance

WINTER
1993
 Communications
Canada

Canada



DOC Holds a Second Annual Women's Conference

In January 1991, **Barbara Bloor**, Assistant Deputy Minister Corporate Management, launched the first Department of Communications women's conference, bringing women and men together to air their concerns and express their views about issues affecting them. Based on the success of this conference, an action committee was established to come up with specific recommendations to address these concerns. One of the ideas was to hold a second conference that would focus on solutions through partnerships. From this recommendation was born the "Sharing the Load—Finding a Balance" Conference, a one-day event co-chaired by **Donna Ward** of the Government Telecommunications Agency and **Leonard Eichel** of the Department's International Relations Branch.

With over 220 women and men on hand, the conference succeeded in doubling the attendance of last year's event. The turnout didn't surprise the co-chairs. According to Ward, "This overwhelming interest stems from the inspiration of those who are searching to find their own balance" in the workplace and in their personal lives.

"Why was a man selected to co-chair a women's conference?" asked co-chair Leonard Eichel. "Like so many of you, I share with my spouse a responsibility



for a household and a child." The focus of this conference was to propel the notion that partnership and shared responsibility are indeed the way of the future. Eichel noted that the Department of Communications is changing because so many participants in last year's conference demanded "that it begin to address some of the fundamental inequalities that exist in our workplace."

Special guests at the conference included keynote speaker **Doris Anderson** and panelists **Glenda Simms**, **Georgina Wyman** and **Suzanne Robinson**.

The conference participants, men and women, were enthusiastic and candid in their discussions with their colleagues in the Department. The broad spectrum of participation, from all levels and regions, brought many viewpoints to bear in exploring that fundamental question — how to find a balance.

The Action Committee Report

SOLUTIONS IN PARTNERSHIP

"Progress on women's issues and progress on people issues is what we're here to talk about today," said **Elisabeth Châtillon**, chair of the action committee. She began by thanking **Barbara Bloor** and **Anne Marie Giannetti** for their vision and dedication in the creation of the conference series.

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Reaching Out from the Regions

Ginger Stones, Director of Management Services, reviewed the outcome of the first British Columbia/Yukon Region Women's Conference. Organized by the Regional Director General for Culture and Communications, **Linda Johnson**, it was held September 30, 1992. Five of the 59 attendees were men. People from five district offices participated in the discussions, which included reports on last year's national conference, statistics on women in the public service and in the Department of Communications, information on programs available to employees, like the ombudsman's service and, finally, a short discussion on the Women's Network of the Pacific Council.

After lunch, the participants took part in workshops by developing some wide-ranging and thoughtful recommendations. Although a few ideas pertained uniquely to women's issues, most applied equally to male and female employees. The recommendations outlined

below will be considered by the regional management team for implementation. By this time next year many of these recommendations should be in place as pilots or as established programs.

KEEPING JOBS INTERESTING

Management should investigate and encourage opportunities for making all jobs, particularly those in administrative support categories, more interesting and fulfilling. Job-sharing, job-rotation and task-swapping are alternative work arrangements that have the potential of keeping work fresh and interesting. Employees in a region or district office could go to another office for a predetermined amount of time, not only expanding their experience, but also exposing them to other issues. These assignments

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The Action Committee Report (continued)

Following the recommendations brought forth at last year's conference, a committee representing all sectors of the Department was asked to provide solutions that would be found in partnership. Senior management subsequently approved the committee's action plan and agreed to hire a consultant to work with the Department to implement of the following recommendations.

1. INTERNAL COMMUNICATIONS

** Indicates those actions which have been completed or are in progress.*

1.1* In order to improve the dissemination of information, a Department of Communications services guide was commissioned by the Material Management Branch. By July 1992, the guide was available in the departmental telephone directory. Plans are underway to make it available electronically.

1.2 A new orientation program is being developed by Human Resources. The program will include a trial buddy system that is scheduled to begin in the fall of 1993.

1.3* More training in interpersonal communications is needed. All management courses should include training on women's issues and how to prevent subtle forms of gender-based discrimination in the workplace. The new middle managers course and the updated supervisors course, which are both mandatory, have a module on communications, managing diversity and employment equity.

1.4* All managers should hold regular staff meetings. These meetings should include support staff, who represent an important link in the communication chain. Support staff should also be encouraged to attend directors' and director generals' meetings on a rotational basis.

Support staff should be encouraged to hold their own meetings to discuss common problems and solutions.

1.5* The Department has introduced the "Sponsorship Program for the Next Generation", a program launched by Communications Policy sector when it sponsored the attendance of three junior-level women at the Inaugural Dinner for Canadian Women in Radio and Television, held in Toronto in 1991. Each sector should be asked to sponsor two support staff or junior officers per fiscal year to participate in this program.

2. PEOPLE MANAGEMENT

2.1 Flexible hours should be encouraged and every request which is denied could be brought to the ADM's or Regional Executive Directors' attention for review.

2.2* To encourage flexibility in working arrangements (not flex hours per se), E-mail and other services could be made available to employees using a modem and portable computers borrowed from the Department.

2.3 In accordance with current policy, overtime should be approved in advance in the event of extraordinary work requirements and compensated appropriately. Extended hours should only be permitted when absolutely necessary.

2.4* The International Comparative Policy unit is conducting a comparative study of workplace arrangements in different countries. The study will focus on opportunities and arrangements to facilitate women's involvement in the workforce.

2.5 The Corporate Review Branch would be asked to undertake an exhaustive "work habits" study examining the question of overtime, number of people doing overtime, numbers paid and amount of compensatory time taken, etc.

2.6 Succession planning is essential for optimum use of human resources. According to the report *Beneath the Veneer*, women, particularly at the middle and senior levels, are leaving the government in large numbers. All employees should be encouraged to clearly indicate their career aspirations on their performance review and employee appraisal report.

2.7* A committee has been established in the Department to study the performance review and employee appraisal policy, philosophy and process and will report its findings and recommendations to the Department in the spring.

2.8 Director generals should be encouraged to hold bi-annual meetings with their directors to assess the career aspirations of each employee in the branch as identified in their appraisal forms.

2.9* The Human Resources Branch represented the Department on the Daycare Steering Committee, which included seven other departments studying the establishment of a joint facility in Ottawa. This initiative was not pursued since daycare would not be affordable nor on-site and grants for subsidies have been frozen in Ontario. A private firm, Corporate Health Services, provides free confidential referral services relating to child and elder care. In June 1992, a brochure was sent to all employees advertising these services.

2.10* The Research and Spectrum sector has established a corporate sponsorship program to encourage under-represented employment equity groups undertaking university studies in communications engineering.

2.11 Employees should be made aware of the benefits, such as paternity leave and leave for family-related responsibilities, offered in the public service.

2.12* Women should be encouraged to report sexist and other forms of discriminatory behaviour, to enable management to take corrective action. In response, ProPsych Inc., an independent consultant, has been hired to provide a 24-hour ombudsman service.

3. STEREOTYPING AND BLOCKAGE

3.1 The Human Resource Development Committee of the Communications Policy sector has piloted a project where a member of a support team is paired with a junior officer (for example, in policy or administration) for six months or more to learn new duties and develop new skills.

3.2 The three-day training allotment should be viewed as a **minimum** entitlement for all employees in 1992-93. Training opportunities should be available to update technical and managerial skills.

3.3 Human Resources currently offers courses in career development (e.g., résumé writing, assertiveness training, strategic career planning). A course is also offered on how to deal with performance appraisals.

3.4 The Department will facilitate intradepartmental assignments for interested employees.

3.5 A new automated training information system (TIS) in the Human Resources Branch provides timely and accurate training information to managers.

4. BARRIERS TO WOMEN IN NON-TRADITIONAL OCCUPATIONS

4.1* An exit interview program was introduced in July 1992 for all employees. The Corporate Review Branch will collect data from the program, analyze the information and evaluate its effectiveness.

4.2* In April 1992, fifteen women in non-traditional occupations attended a four-day course designed to develop their assertiveness and communications skills to cope with problems in the workplace. The Research and Spectrum sector will offer similar courses to their employees.

4.3* Along with the Canadian Women in Radio and Television organization, the Department co-sponsored two dinners, one in June 1991 at the Aylmer Club, the other, a year later, at the National Arts Centre. The events provided excellent networking opportunities for both women and men.

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Élisabeth Châtillon delivers results of Action Committee Report

Reaching Out from the Regions (continued)

could be facilitated by employees hosting other employees in their homes, or house swapping.

Management should also encourage efforts to make the office a pleasant place to work by introducing humor into the workplace. Employees are encouraged to suggest changes in their duties to make their jobs more effective or more enjoyable. As was recommended in the departmental action plan, a need was seen in establishing more bridging positions and employee matching opportunities.

CAREER OPPORTUNITIES IN DOC AND THE PUBLIC SERVICE

Information and career advice should be made more widely available for developmental training opportunities, e.g., the developmental assignment, management trainee and career development programs. Support systems such as peer coaching, mentoring and a "buddy" system for new employees need to be established. Employees are encouraged to get involved in networking opportunities, formal or otherwise.

Attendance at branch-level staff meetings should be opened up to allow others the opportunity to become aware of various departmental roles and responsibilities. Besides alternating between the various staff meetings, employees could also attend senior-level meetings. Regular staff meetings will provide people with the opportunity to speak in group settings. Employees should also be made aware that committee work can add another dimension to their experience, helping to broaden their knowledge.

BALANCING WORK AND FAMILY RESPONSIBILITIES

Obtaining a higher position often requires more education. Management is becoming more receptive to alternative work arrangements to accommodate educational needs. Time for formal educational training during work hours should be increased.

Information resources available in the regional office ought to be placed in a library. These resources should focus on stress management and counseling services.

A balanced and healthy lifestyle is necessary for a successful employee. However, the lunch break often does not provide enough time for a workout at the gym. Although an on-site exercise facility would be ideal, flexible hours should also be discussed with managers.

ETHNIC AND CULTURAL DIVERSITY IN THE WORKPLACE

In the British Columbia/Yukon Region, with an ethnically diverse workforce, employees whose first language is neither English nor French feel at a disadvantage for career advancement. They also feel some anxiety when participating in meetings with other regions or with headquarters. More training and opportunities to use both official languages would increase confidence and essential language skills. Team-building workshops could create a common forum where differences between employees, whether cultural or gender related, can be discussed in a constructive manner.

The term "support staff" tends to downplay the important work being done by this group of employees. The term should be changed to "administrative staff".

Finally, in order to encourage more open communication and gender awareness between men and women, more men will be encouraged to attend next year's regional conference.

Ginger Stones reports on the British Columbia/Yukon regional conference



Doris Anderson Presses Ahead in the "Unfinished Revolution"

The keynote address of the conference was given by **Doris Anderson**, past president of the Canadian Advisory Council and the National Action Committee on the Status of Women. Currently Chancellor of the University of Prince Edward Island, Anderson is recognized for her tireless commitment to the women's movement. A former editor of *Châtelaine* magazine, now writing a column for *The Toronto Star*, she is also the author of three novels. Her fourth book, *The Unfinished Revolution*, is an appraisal of the women's movement over the last two decades.

Anderson was impressed with the work being done in the Department of Communications. She felt that the title of the conference "Sharing the Load-Finding a Balance" was an excellent one because it expresses a vision of a better workplace and society. She spoke passionately about human issues which affect our society, and shared many personal anecdotes.

According to Anderson, women have made great strides in the workplace but there still remains a long road ahead. In 1976, 24 percent of women in management were confined to supervision of personnel matters and secretarial positions. Today, almost 40 percent of women are in middle management. In the top echelons,

however, progress is still slow, with women representing only three percent of senior management. These figures are rather stark. In the political arena, Anderson advocates the legislation of proportional representation within government structures, as our European counterparts have done, in order to correct under-representation. Canadian women are serious about their careers and dedicated to getting ahead. One quarter of all MBAs are women, but "they know the odds and don't expect things to fall in their laps."

A common pattern for women, says Anderson, is to postpone marriage until her mid-thirties. For women, early marriage often becomes a barrier to promotion. For men, marriage enhances the chances for advancement because it bestows an aura of stability and responsibility. Because of these perceptions, one half of female executives choose not to marry or have a family, compared to 95 percent of male executives who do.

In the book *Breaking the Glass Ceiling*, a study was made of 76 top women executives. In the final analysis no differences were found between the sexes in terms of ability or performance.

Says Anderson of the study, "Women were found to be capable leaders, able to influence either sex, just as good at motivating employees, capable of analyzing complex problems, verbally effective, and yet they weren't making the same progress. The only difference was perception. Women had to meet higher standards. To achieve the same level, they had to outperform. They had to take risks men weren't expected to take. In other words, they were given jobs that were clearly more difficult."

Women are expected to be tough and competitive and still remain "feminine". Even after

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Doris Anderson
(continued)

jumping through all these double hoops, they aren't treated equally. They are paid less, get fewer perks, and are treated like junior members of the club. Ironically, men's prejudices may not be deliberate.



Donna Ward and Leonard Eichel with keynote speaker Doris Anderson (centre)

Many think they're open minded and do not discriminate. But when they contemplate future executive material, they invariably think of a person much like themselves — a man rather than a woman.

"One of the biggest barriers for women is the lack of access to decision makers through the

usual avenues of the power lunch or golf clubs. Time constraints are another factor. Meetings are often called at the end of the day, a crucial time for many women and, increasingly, many men who want to be with their families. Corporations need to pay more attention to the difficulties created by overtime work. Our work institutions will have to be more flexible for both men and women in the future so that, even if they don't fit into the traditional corporate structure, it's not held against them."

According to Anderson, corporations, governments and management groups are losing some of their most talented women employees. "It's a terrible waste. A waste because women can see they're not going to make it up into the top echelons, or the price for making it is too high, or there's a glass ceiling in that organization which they can't penetrate. And it's not a case of burning out, it's a case of bailing out." Having learned a number of business skills, women are leaving the public service and opening their own businesses. The Federal Business Development Bank released figures showing that business starts for women were 172 percent higher than 15 years ago, compared to a 50 percent increase in business starts for men.

The North American style of management, with its dog-eat-dog and confrontational mentality, is not working well when compared to other countries such as Japan or Germany. In many parts of Europe, there is growing co-operation between unions and management. And it seems that a more co-operative management style is more productive.

In Search of Excellence, a book that's become a bible of North American business, described

how the best and most productive corporations were those that listened to what the customer wanted and to what employees were saying. The author called this the "feminization of management". It's a style of management that works! The operative word is teamwork.

North American attitudes towards child rearing are another area of concern for Anderson. "We treat child bearing as a personal whim and responsibility of individual mothers. We actively punish women, both financially and in terms of their future options, for taking on this totally natural, very necessary, and desired role. Maternity leave benefits aren't even offered to all working women, some have to forego their vacations to give birth.

"We hear a great deal about Canada's need to be more competitive and productive in a multi-national world. But the countries that compete the best are countries that look after their people. It's cost-effective. If we look after children well, particularly in the early stages, it's a much more sensible, humane and intelligent national strategy. If we don't do it, we end up paying 30 years later for a child who's too poor, nutritionally deficient, dropped out of school, not well trained, and who has emotional or health problems. This continent is 10 times more violent than Europe. The costs of controlling violence in our society are escalating. It's actually more costly to build jails and implement drug enforcement schemes than it is to provide daycare.

"The workplace must change. Instead of a division between men and women in the workplace, we must begin to make the distinction between workers without children and workers with children. Workers with children must be given parental leave, shorter workdays, and leave to look after sick children. There is no reason why, with computers, fax machines, and cellular phones, everyone has to work from nine to five every day. There is no reason why hours can't be more flexible to allow parents more time at home, including longer hours some days and fewer hours on other days." (Quoted from *The Unfinished Revolution*.)

It is increasingly clear that the revolution is unfinished, because both men and women must participate in reshaping workplace issues while continuing to try and solve human issues. We must co-operate in reshaping our attitudes. Dialogue is of paramount importance if we're to address problems in the workplace and, on a larger scale, problems in our society as a whole.

"What women, have been attempting to do is to create a

fairer and gentler society. Women must effect change in the workplace because a different approach to business is not only better for women and children but also better for men." We have to work towards a partnership because no one is happy on the treadmill, working 12 hours a day. Sharing the load will provide a much more balanced and positive lifestyle for everyone.

New Committee

The National Advisory Committee on Women's Issues, established in December 1992 and co-chaired by Paul Racine, Assistant Deputy Minister Communications Policy and Barbara Bloor, Assistant Deputy Minister Corporate Management, will act as a communications channel for women across the Department. The Committee is made up of representatives from each sector and region, as well as a representative from the Government Telecommunications Agency, the Communications Research Centre, the Canadian Conservation Institute, and the office of the Minister of Communications.

National Advisory Committee on Women's Issues

Barbara Bloor	990-4631
Paul Racine	993-4393
Elisabeth Châtillon	990-4225
Stephanie Perrin	990-4237
Elizabeth Gilhooly	990-1713
Erica Claus	993-5327
Donna Chermack	990-4664
Sean Berigan	990-8983
Marilyn Matt	998-2533
Brigitte Boucher	990-6776
Gisèle Beausvais	990-4677
Judy Logan	998-3721
Christiane Chasle	990-2334
Dorothy Franklin	990-7558
Louise Lappa	990-4546
Anne Marie Giannelli	990-4518
Hélène Planter	998-4075
Viviane Farmer	990-4119
Nissar Ahmed	990-4799
Ted Barstow	990-8725
Anne Séguin	990-4183
Gaston Blais	991-5727
Lorraine Larivière	(514) 283-8480
Nicola Fletcher	(604) 666-5428
Sylvie Pelletier	(604) 666-7387
Manlyne Delaquis	(204) 984-4878
Carrie Brooks-Joiner	(416) 639-3238
Marthe Saulnier	(506) 851-6522
Adam Osty	990-4874
Suzanne Gervais	990-4531
Nicole Cyr	990-4549
Francine Gallo	990-4553
Suzanne Carpentier	990-9848

Conference participants had many questions.



Partnership in Creating a Better Workplace

Welcome to the Boardroom

Appointed by the Prime Minister as President of the Canadian Advisory Council on the Status of Women, **Glenda Simms** is a founding member of the National Organization of Immigrant and Visible Minorities of Canada. She has had a long-standing involvement with women, racial minorities, aboriginal peoples and community issues. Simms is currently working on a book which will examine racism and sexism in Canada.

In her opening remarks, Simms told of her first teaching job in Canada in 1966 at an Indian

the white male. Concerned because I wouldn't want any species to be endangered, I did a bit of a reality check. I looked at the House of Commons, the Senate, the ministers, the directors, the banks, the universities, all the major institutions, and let me assure the white man, you're not an endangered species." Simms went on to say that "in order to have true partnership, we have to change our institutions and the boardrooms of the nation."

Often the kind of woman allowed into the executive suite is the one that fits the traditional corporate elite image. These women come from the right families, attend the right schools and play the right sports. "But how can we begin to have a partnership if minorities aren't able to fit into this image of the boardroom? Minorities will come with a different view of the world and a whole different aesthetic." The corporate image, as we know it, must change as a consequence.

Simms stressed the need for diversity, which means opening up the boardrooms and our minds to other ways of thinking. "If women don't take up this challenge, even when women become managers, they won't know how to share space with other women who aren't like themselves. They'll create their own circle and call that partnership. But it's not partnership, it's incestuous management. And out of that cannot come creativity." Choosing the easy road will not help. We need to build a critical mass of enlightened citizens in order to truly effect change.

Simms spoke about her role as the President of the Advisory Council on the Status of Women and coming into what she called a "lily white" organization. The fact that there were so few minorities sends a negative signal to the community because this does not mirror the image of Canadian women. In order to be truly representative, we need to reflect the community. Diversity brings more authenticity to research while drawing from many different perspectives.

"In the final analysis, if we're to build partnership in this country, it must be partnership for change, partnership for development — economically, politically and socially. If ever a country needed partnership for development, this is it."



THE BUSINESS OF BEING A WOMAN

Senior vice-president, for international management at Bata Ltd., **Georgina Wyman** is responsible for all aspects of international human resources management, including organizational development and corporate communications. Prior to Bata, Wyman had an illustrious career with the public service in a variety of positions, most notably as Deputy Minister of Supply and Services Canada.

Approaching from an economic and business perspective, Wyman shared her personal perceptions about how far women have come. She also noted how some things had not changed. "In 1975, a group of us were asked by the Deputy Minister of Indian and Northern Affairs to hold a conference for National Women's Year in order to sensitize employees about issues affecting women, and to make recommendations. Sound familiar?"

Although very idealistic when she opened the first co-op day care centre in Ottawa's Glebe area 20 years ago, Wyman feels more realistic today. "It will take several generations to make any fundamental attitudinal shifts. We've seen significant growth in awareness about issues affecting women. But the private sector is still behind the public sector, which actually hasn't made as much progress as people would like to think."

The marketplace has created a lot of pressure, since women represent an increasingly larger proportion of the consumer population. Instead of buying into stereotypical advertising ploys, women need to become aggressive consumers as they define themselves. Because women represent their main audience, advertisers have become more sensitive to the needs of women, of their female employees and the female population as a whole. The image of the thin, helpless model is slowly dying off because it clearly does not represent a majority of women, says Wyman.

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From left to right: Georgina Wyman, Glenda Simms and Suzanne Robinson

community in northern Alberta where they had never seen a black person. Having never been in contact with Canadian aboriginal peoples herself, Simms caused quite a sensation. She was asked whether she was Indian or half-breed. "That question remained with me because it's a question in which I locate my whole discussion around partnership and sharing and change within the Canadian society."

Partnership, in her view, "must reflect the changing face of Canada," which means the co-operation of all races. One thing is certain: "The face of Canada will never be the same again." Simms cautioned that the Department must be aware that it too must reflect this change.

Due to the social, economic and political climate in this country, a backlash threatens any kind of progress on issues concerning women, minorities, aboriginal peoples, the disabled, and gays and lesbians. "One of the things I hear is that there's reverse discrimination, and that the endangered species is

Partnership (Continued)

Relatively new in North America is the "Quality Improvement Movement," which means designing quality into a product rather than "inspecting it in" later. The team approach, which is a by-product of the movement, optimizes people's individual contributions to the process. There is a need to create this environment universally in order to empower people so they can make an even greater contribution.

If You Don't Ask, You Don't Get

Suzanne Robinson is owner and partner of Gilpin Robinson Inc., an Ottawa-based consulting firm that works with management on issues such as organizational development, team building, problem solving and skill development. Robinson is well known for her work with women managers in the public and private sector.

In her presentation, Robinson delved into what creates a healthy partnership from a psychotherapeutic point of view. She stated that "in order for partnerships to work well, they must be healthy, functional and based on good self-esteem. And self-esteem itself comes from past events in our lives. It comes from conclusions we've drawn about ourselves, other people and the world. These belief systems drive our thinking, feeling and behaviour."

We all hold a personal responsibility for building up and enhancing our own self-esteem and managing ourselves in order to bring about change. We need to take responsibility for our thoughts, feelings and behaviours. We have a choice in how we respond to events, whether those events are external or internal. We are responsible for our feelings. In a limited-option situation, an individual can always make an attitude adjustment.

"People have to exercise the right to ask for what they want." As the old adage goes, if you don't ask, you don't get.

In the case of low self-esteem, we often begin by discounting ourselves and other people. "If you don't believe you have a chance against the system, you lie down and die. If you believe the way is to please other people, you're in trouble because you probably won't get what you want. If you feel you have to be perfect, you're also in trouble because you'll never act." Robinson spoke of the popular misconception that an organization owes us something. The organization does owe us an opportunity to make the greatest contribution we are capable of offering and the employee is expected to deliver the product or service.

Robinson stressed the importance of a support system in our careers and in our personal lives. "We must work on relationships which enhance our vision of what we want to do in our own lives."



Workshop panelists discuss technological and social ramifications of teleworking

Modern Alternatives to the Traditional Office

With the advent of modern office technologies, the "electronic cottage" of Alvin Toffler's *The Third Wave* is now a reality. And thanks to a departmental pilot project, teleworking is getting closer to all our homes. Telework substitutes transportation for a telecommunications link between office and worker. The concept existed since the 1970s but has only become more prevalent in the last five years due to advanced technologies and the changing attitudes of corporate management.

Working in tandem with the Treasury Board, the Department of Communications is conducting research, providing guidelines and making recommendations for current and future uses of technology, telecommunications, office automation and teleworking.

TELEWORKING

During a workshop session which was part of the Sharing the Load conference, **Michel Gigault** introduced the basic concepts, pros and cons of teleworking. Essentially, there are three kinds of telework: individuals working at home, individuals from different departments working at a telework centre in their geographical area, and whole branches or sections of a department working in satellite offices.

Teleworking typically benefits information workers, professionals, managers, analysts and clerks. On the psychological side, it's best suited for those who are self-motivated, goal-oriented and autonomous.

The chief advantage of teleworking is that it cuts out commut-

ing time. In busy urban areas like Toronto, people can spend as much as three hours in transit from the home to the office.

Teleworking allows people to follow their own "rhythms" to schedule their daily work. And because social interaction in the office can take up as much as 30 percent of people's time, teleworking may actually increase productivity. Teleworking may also mean savings in transportation and meals, and longer-term savings in clothing costs. The "latch-key kid" may be a phenomenon of the past, because teleworking permits parents to be at home when their children arrive from school. Additionally, telework allows people with disabilities to function more easily, and can also permit relocated employees to keep their jobs.

Potential disadvantages include feelings of isolation for the teleworking employee, increased electricity and heating costs for the home and the security problems associated with working on classified documents outside the regular office environment. Insurance matters may also pose problems for the employee and the employer.

POLICY

Dan Rainboth, of the Human Resources Branch, chairs the Department's teleworking advisory group. Rainboth was on hand to discuss Treasury Board's three-year pilot project on teleworking. Under this project, departments would allow employees under certain conditions to work in locations other than the office. Approvals would be granted on the merits of each individual case, subject



Alternatives (Continued)

to management review of stipulated conditions.

Each teleworking request must meet the following criteria: it must be operationally feasible, it should cost no more than work done at the office and it should cause no loss of productivity. Teleworking requests can only be initiated by employees; however the arrangement may be terminated by either employee or employer with proper notice.

Departments will ensure that all employees understand the policy and consult with their bargaining unit regarding working hours, safety and terms of collective agreements. The Treasury Board policy requires that departments supply equipment needed to perform the work, and employees agree to use it only for work-related purposes. Finally, departments must maintain records on all teleworking contracts and be able to demonstrate compliance with the policy.

OFF-SITE WORK LOCATION

David Lyon, Regional Executive Director for Ontario, reported on the off-site work location project being implemented in Burlington. The project sprang from a need to reduce the very high attrition, and corresponding hiring and training costs resulting from staff turnover in Toronto.

The project, as approved, includes up to three off-site work locations, the initial "pilot" location in Burlington, the first "permanent" site to the north or east of Toronto in one year's time and a third site scheduled for early 1995. Participation is voluntary, and is open to all individuals. Approximately 29 people are expected to call the Burlington site "home" and are given the choice of working full time in Burlington, or splitting their time between Burlington and the Toronto office.

CHANGING DYNAMICS IN THE HOME AND OFFICE

Another pannelist, **Barbara Bova**, Director of Trademarks and Patents at the Department of Consumer and Corporate Affairs, discussed her vision of teleworking. Bova foresees a time when departmental employees would be able to work anywhere in Canada. With changing demographics, working from home is becoming all the more important, as Canadians spend roughly 17 years bringing up their children and then another 18 years engaged in some form of eldercare for our parents.

Away from the typical office, where interruptions cut into productive time, teleworking actually improves individual control of work. And by demonstrating trust in an employee, a good relationship is built between worker and boss. This may lead to an increase in productivity. On the down side, many employees feel that their opportunities for advancement will decrease if they are less visible. Personal isolation may be something they can deal with comfortably, but not at the risk of cutting off their career prospects.

PERSONAL STORIES

Pierre Rondeau is a Government of Canada employee currently working under a telework arrangement. Rondeau added his personal experience to the panel discussion. He estimated saving roughly \$350 per month in transportation, meals and clothing costs. For working parents, he pointed out, these savings could be transferred directly to daycare fees, which in many cases would allow the parent to continue a career rather than take a leave of absence for financial reasons alone. He felt that flex-time at home actually improved his productivity, and the switch from fast foods to meals at home helped him improve his diet. Finally, teleworking was a tremendous benefit to him when family members were ill.

Although teleworking has many virtues, David Lyon related one woman's experience with work at home. Filework needed careful handling, she found, and sometimes she had to make out-of-the-ordinary demands on office staff for assistance. She also discovered that work at home often demands a second phone line, a cellular phone or a pager in order to remain accessible to the office. More because of a need for staff communications than for any loss of social contact, she found spending two days a week in the office the best arrangement.

In summary, we must note that the work culture that supports this concept is new, and the pilot projects underway will give us a better understanding of how feasible teleworking is for all concerned. Management realizes that the time and place of work is not important, it is the quality that counts. As long as the arrangement is operationally feasible, the Department of Communications wants to give its employees the flexibility to manage their time and workload according to their personal preferences.



Action Committee Report (from page 2)

5. MAXIMISING WOMEN AS A RESOURCE AT DOC

5.1 It is recommended that a part-time consultant be hired to launch and animate the Action Plan proposed here to ensure its implementation throughout the Department.

5.2 A national advisory committee on women's issues composed of women and men representing all levels, regions and sectors, is to present bi-annual reports to the Department's senior management committee on the implementation of the Action Plan.

5.3 A conference focusing on women's issues has become an annual event at the Department. The participation of both men and women is encouraged.

5.4* In looking at all designated group members, all sectors and regions have developed their first employment equity plans for 1992-93. There are many initiatives directly related to women. Progress will be reported to the advisory committee in the spring of 1993.



Employees participate in workshop sessions

Can You See a Difference?

Speakers **Guy Lussier** and **Ken Fisher** brought a different perspective to the conference with their presentation on gender awareness and how it has shaped our relationships with each other and with society as a whole.

Fisher traced the historical development of learned gender differences back to tribal societies and their division of responsibilities and roles. But the world is changing, he pointed out, and the needs of our future society will place far greater value on feminine skills such as lateral communication and webs of inclusion.

Lussier presented models of the archetypal male and female roles created by our culture. Although these characteristics tended to be on the extreme end of the attitude/behaviour scale for both sexes, the intention was to highlight the differences between the "stereotypical" man and the "stereotypical" woman of modern society.

We are what we are, he said, because of many forces: biological, based on physical differences between men and women; sociological, based on models drawn from such things as television and role-playing in the schoolyard; psychological, as played upon through modern advertising media; and politi-

cal, as built into many corporate organizations.

After the presentation, participants were asked to form small groups to discuss the gender issue. The observations and comments that resulted were wide-ranging and provocative. One group reported that, contrary to the model presented, today's women felt good about themselves and didn't need to change attitudes; it was men who needed to catch up with changes. Another group observed that despite a growing role in the workplace, women have remained vitally connected with home and personal issues, whereas most men are simply work-oriented.

Many in the audience shared the view that the concerns under discussion were not simply women's issues. These concerns were really "people issues" affecting both men and women. *Everyone* would have to share the responsibility for helping to change attitudes, whether those attitudes belong to our children, our colleagues, or the institutions we work for.



Conference Wrap-up

Following presentations by Glenda Simms, Georgina Wyman and Suzanne Robinson, Barbara Bloor moderated a spirited discussion period.

In her closing remarks, Bloor declared the conference a great success and noted a change she saw in the audience: "I look around and see that the composition of the conference has changed. We have many men here with us today." Bloor surmised that the increase in male attendance was attributed to the fact that "women's issues are really about social issues."

See you at the next conference!

Send your comments to:

Barbara Bloor
Assistant Deputy Minister
Corporate Management
Communications Canada
300 Slater Street
Ottawa, Ontario
K1A 0C8

Employees Sound Off

In the early part of the afternoon, participants took part in workshops to share their personal experiences and discuss how they overcame obstacles in their careers. Workshops were led by women and men having a broad range of experiences and representing a variety of groups and levels. Participants heard how single parents, employees with families and those with no children balance their professional and private lives. Participants exchanged ideas on ways to capitalize on opportunities and juggle competing and often conflicting priorities.

Some participants felt that employee performance appraisal should be used to identify needs and career aspirations. Feedback from supervisors is also needed throughout the performance period so that goals are clearly understood and progress and problems are recognized and discussed. Others asked for

better information on potential career opportunities. Because managers like to keep talented individuals working in their own organization, there is a potential for careers to be held back if opportunities for advancement or movement are not actively encouraged. It was concluded that employees have a responsibility to ask for what they want and the organization should provide opportunities in the form of promotions, secondments and lateral moves.

Many noted the need for networking to achieve positive results in their careers. Some employees attributed their success in making the leap from support to officer positions by being well prepared for job interviews. However, lack of advancement opportunities for administrative support staff was identified as a problem.

Participants agreed that having support and encouragement in both their professional and personal lives was crucial in helping them to reach career goals.

Discussion turned to the effects of long working hours on an employee's personal life. For

many, success continues to be dependant on hard work and long hours. While overtime work causes obvious difficulties for people with families, single employees also related their problems with finding the right balance between professional and personal lives.

Participants felt that the Department's overtime expectations were unreasonable and that a shift in thinking is needed to change the imbalance between work and family-related activities. Many believe that refusing to work overtime will hurt their chances for promotions, therefore most simply work these hours knowing that denials have career-limiting consequences. Stress caused by this pressure has been linked to health, family, personal and career problems. We need to shift our thinking to co-operation and partnership in order to keep healthy and maintain a balance in our lives.

Some part-time employees spoke of the financial and professional considerations in this type of work arrangement. Consideration for promotion can be hampered and salary and pension benefits are greatly reduced for those who do not work full-time.

NON-TRADITIONAL OCCUPATIONS

One of the barriers to non-traditional occupations is an educational system which does not encourage women to enter science programs. Myths continue to be perpetuated in advertising as exemplified by the talking Barbie doll which claimed "Math is tough".

Women in non-traditional occupations often feel isolated within male-dominated environments. One woman noted that when asked, during her first interview with a private company, what a woman is doing in civil engineering, she simply answered "engineering!"

Employees agreed that corporate culture takes a long time to change and that everyone must play a part in this evolution. The participants acknowledged their willingness to make some sacrifices to reach their career goals.



Voyez-vous la différence?

M^{me} Robinson a expliqué ce qui constitue un salon partenarial, du point de vue psychologique. « Pour qu'un partenariat soit efficace, il doit être sain, fonctionnel et basé sur l'estime de soi. Cette estime se développe à partir de nos expériences passées et présentes. Elle résulte de la perception que nous avons de nous-mêmes, des autres et du monde en général. C'est ce qui dirige notre façon de penser, nos émotions et nos comportements. »

Il incombe à chacun de nous de développer l'estime de soi et de voir à notre propre progression. Nous devons assumer l'enlèvement de nos émotions et de nos responsabilités de nos pensées, nous ne dépendons que de nous-mêmes. Dans une situation où les choix sont limités, il est possible de modifier notre attitude. » Chacun doit exercer son droit de demander ce qu'il veut. » Comme on dit souvent: « Demandez et vous recevrez. »

Le manque d'estime de soi est souvent le résultat d'une mauvaise façon que nous avons envers nous-mêmes et les autres. « Si vous croyez que vous êtes impuissant face au système, c'est que vous avez démissionné. Si vous pensez que l'important, c'est de toujours faire plaisir aux autres, de grandes déceptions vous attendent car vous n'obtiendrez probablement pas ce que vous voulez. Si vous croyez qu'il faut être partiel, le danger vous guette car vous ne pourrez jamais en plus répondre selon laquelle l'entreprise doit quel-que chose à ses employés. En fait, l'entreprise doit permettre à chacun de donner son plein rendement et il revient à l'employé d'en profiter.

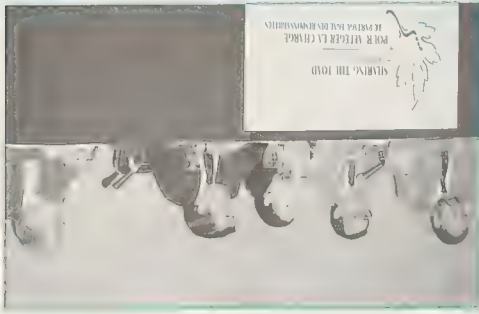
En conclusion, M^{me} Robinson a insisté sur l'importance d'obtenir des appuis, tant dans la vie personnelle que professionnelle: « Nous devons cultiver des rapports interpersonnels qui nourrissent nos attentes. »

Suzanne Robinson est partenaire dans la firme Clipin Robinson Inc., d'Ottawa, qui se charge de problèmes et la gestionnaires sur l'organisation. Elle est bien connue pour son travail avec les secteurs public et privé.



Les employés discutent en ateliers sur la technologie de l'avenir.

Solutions modernes de remplacement du bureau traditionnel



Le principal avantage du télétravail, c'est qu'il élimine presque complètement le déplacement, ce qui permet de passer jusqu'à trois heures par jour à la maison. Les gens peuvent passer des heures à travailler à domicile et ne perdre pas de temps à se déplacer. Dans des régions éloignées, les gens peuvent passer des heures à travailler à domicile et ne perdre pas de temps à se déplacer. Dans des régions éloignées, les gens peuvent passer des heures à travailler à domicile et ne perdre pas de temps à se déplacer.

Comme l'intégration sociale, le télétravail permet de planifier son travail en suivant son propre rythme de vie. Le télétravail permet de réaliser des économies en réduisant les dépenses de transport, de nourriture, de logement, etc. Le télétravail permet de réaliser des économies en réduisant les dépenses de transport, de nourriture, de logement, etc.

Parallèlement, on peut compter l'isolement, une augmentation des coûts de chauffage, une surcharge de travail, une réduction de la qualité de la vie, etc. Le télétravail peut entraîner des problèmes de santé, de la fatigue, de la frustration, etc. Le télétravail peut entraîner des problèmes de santé, de la fatigue, de la frustration, etc.

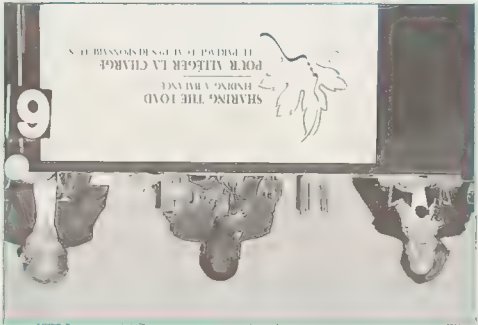
POLITIQUES
Dan Kambohn de la Direction générale des ressources humaines, préside un groupe consultatif sur le télétravail. Il a participé au projet de loi sur le télétravail, a travaillé avec le personnel de travail à l'extérieur du bureau, habituellement à domicile, à certaines heures du bureau, habituellement à domicile, à certaines heures du bureau, habituellement à domicile.

Le partenariat, pour un milieu de travail plus sain

Bienvenue au conseil



Comme présidente du Conseil consultatif canadien de la situation de la femme par le Premier ministre, l'écologiste et membre fondatrice de l'Organisation nationale des femmes immigrantes et des femmes appartenant à une minorité visible au Canada. Elle s'intéresse depuis longtemps à la situation de la femme, aux autochtones. M^{me} Simms prépare actuellement un livre sur le racisme et le sexisme au Canada.



Dans ses remarques préliminaires, M^{me} Simms a parlé de son premier poste d'enseignante au village autochtone du nord de

De gauche à droite :
Georgina Wyman
Glennda Simms
et Suzanne Robinson.

L'Alberta, où jamais encore on n'avait vu une personne de race noire. Son arrivée causa tout un émoi et on lui demandait si elle était Indienne ou Métisse. « Cette question n'a beaucoup marqué, et elle demeure le fondement de toute ma réflexion sur le partenariat, le partage et l'évolution de la société canadienne. »

« Le partenariat, selon M^{me} Simms, doit refléter la révolution de la société canadienne et se traduire par une coopération entre toutes les races. Le Canada ne sera plus jamais le même. » Et elle ajoute que cette évolution doit aussi se refléter au sein du MCC.

La configuration sociale, économique et politique au Canada nous pousse à une réaction-nourrie qui constitue une menace pour l'avancement de la situation de la femme, des minorités, des handicapés, des homosexuels et des autochtones. « J'ai entendu parler de la discrimination à l'égard des hommes de race blanche qui seraient

S'il est un pays au monde où le développement dépend du partenariat, c'est bien le Canada.

LA FEMME D'AFFAIRES

Vice-présidente principale de la Gestion internationale chez Bata Limitée, M^{me} Georgina Wyman est responsable de la gestion des ressources humaines à l'échelle internationale. Elle s'est illustrée dans la fonction publique en occupant divers postes, dont celui de sous-ministre d'Approuvisionnement et Services Canada.

M^{me} Wyman a expliqué comment elle perçoit l'avancement des femmes dans les domaines du commerce et de l'économie, tout en observant que certaines choses n'avaient pas changé au cours des années. En 1975, à l'occasion de l'Année de la femme, le sous-ministre des Affaires indiennes et du Nord avait demandé à un groupe d'entre nous d'organiser le colloque pour sensibiliser la femme et de faire des recommandations. L'histoire ne se répète-t-elle pas?

Allocution de Doris Anderson (suite)

« Les femmes, tant celles du mouvement féministe que les femmes d'affaires et professionnelles, tentent de créer une société plus juste et plus humaine. Les femmes doivent transformer le milieu du travail, car une nouvelle approche seulement aux femmes et aux enfants, mais aussi aux hommes, profiteront d'une société plus humaine, car il y aura moins de pression et plus de temps pour travailler 12 heures par jour comme nous le faisons maintenant. Le partage des tâches offre la perspective d'un style de vie plus équilibré et plus décent pour le plus grand profit de tous.

devenus une espèce en voie de disparition! Comme je me préoccupe beaucoup de l'extinction des espèces, j'ai fait le tour des ministères, des sous-ministres, députés, des sénateurs, des universités et des grandes institutions : je puis assurer les hommes de race blanche qu'ils ne sont pas en voie de disparition. M^{me} Simms a poursuivi en rappelant que le « véritable partenariat repose sur un changement radical dans nos institutions et nos conseils d'administration. »

Souvent, les femmes qui accèdent aux échelons supérieurs des milieux d'affaires sont celles qui viennent des bonnes familles, qui sont allées aux bonnes écoles, qui pratiquent les bons sports, en un mot, celles à qui l'image conventionnelle de l'élite convient. « Comment pouvons-nous parler de partenariat si les minorités ne peuvent identifier à cette image? Les minorités apportent une nouvelle vision du monde et en créent une réalité très différente. L'image de l'entreprise doit donc changer.

M^{me} Simms a ensuite souligné que nous devons ouvrir nos esprits — et nos conseils d'administration — à une plus grande diversité. « A moins de relever ce défi, les femmes qui accèdent à des postes d'autorité ne pourront partager le pouvoir avec d'autres femmes qui ne sont pas semblables à elles-mêmes. Elles se créeront un cercle d'amis qu'elles considèrent comme partenaires, mais ce sera en fait une gestion incestueuse d'où ne peut découler aucune créativité. » Le changement ne sera pas facile. Pour vraiment faire évoluer les choses, nous devons former une masse critique de citoyens éclairés.

M^{me} Simms a expliqué son rôle à la présidence du Conseil consultatif canadien de la situation de la femme et de son arrivée au sein d'un organisme « blanc comme neige ». L'absence de représentants issus des minorités donne une fausse impression à la population, car le Conseil ne reflète pas la réalité des femmes canadiennes. Pour être véritablement représentatif, l'organisme doit refléter la composition de la population. La diversité apporte de nouvelles perspectives et compte plus d'autorité à la recherche d'authenticité.

« En fin de compte, le partenariat que nous devons instituer doit être un outil de changement, de développement économique, politique et social.

Rapport du comité
d'action (suite)

I. COMMUNICATIONS INTERNES

vous donner suite aux recommandations formulées lors du conférence de l'année dernière, un comité représentatif de toutes les sections du Ministère a été formé afin de trouver des solutions de partenerat. La haute direction a approuvé le plan d'action du comité et le chargé de voir à la mise en place des recommandations suivantes.

1.1 * Afin d'améliorer la diffu-

1.1 * Afin d'améliorer la diffusion de l'information, on a demandé à la Direction générale de la gestion du matériel de produire un Guide des services du Ministère. Ce guide est intégré au Répertoire téléphonique du Ministère depuis juillet 1992. On projette également de rendre ce répertoire accessible par voie électronique.

2. GESTION DES

1.5° Le Ministère a établi le Programme de parrainage de la prochaine génération. J'ai lancé par le sous-ministre des Politiques de communications. Cette action a permis la participation de trois femmes occupant des postes subalternes au diner inaugural de l'Association canadienne des femmes en radiotélévision tenu à Toronto. Ainsi, toutes les femmes âgées de 18 ans ou plus devraient être encouragées à parrainer deux employées de soutien ou des cadres intermédiaires.

RESSOURCES HUMAINES

2.1 Il faut favoriser l'horaire flexible, et chaque demande qui fait l'objet d'un refus devrait être portée à l'attention du Sous-ministre adjoint et des directeurs régionaux exécutifs pour leur considération.

plissement des conditions de travail (autres que l'horaire flexible comme tel), on pourrait mettre le courrier électronique et d'autres services analogues à la disposition des employées qui utilisent un modem et des ordinateurs portatifs prêtés par le Ministère.

2.3. Conformément à la politique actuelle, le travail supplémentaire doit être approuvé à l'avance si on prévoit une charge de travail sortant de l'ordinaire, et faire l'objet d'une rémunération appropriée. Les heures prolongées ne doivent être autorisées qu'en cas d'extrême nécessité.

2.4* Le Groupe des politiques comparées internationales (DGIR) mène présentement une étude comparative des condi-

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SHARING THE LOAD
USING A RIGID
POUR AFTERER IN CHARGE
IF PARTIAL TO THE RESPONSIBILITY



2.11 On devrait initier les employés des nombreux avantages sociaux offerts dans la fonction de travail dans divers pays, en insistant particulièrement sur les possibilités et les

2.12 On devrait encourager les femmes à signaler à l'autorité compétente tout comportement sexiste et toute autre forme de discrimination pour que des

[illegible]

3. STÉRÉOTYPES ET

[illegible]

Le Ministère a mis sur

1. Les trois jours accordés annuellement à des fins de formation devraient constituer un strict minimum pour tous les employés en 1992-1993. On devrait améliorer les possibilités de formation.

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teurs de la technologie et de la formation afin d'accroître les compétences dans les secteurs professionnels de chaque employé, à partir des données fournies dans les formulaires d'évaluation.

[illegible]

3.3. Un système automatisé d'information sur la formation (SIF), nouvellement mis en place à la Direction des ressources humaines. Fournira aux gestionnaires et de

4. **OBSTACLES À L'EMPLOI DES FEMMES DANS LES POSTES NON**

TRADITIONNELLS

études universitaires en ingénierie des communications. Les Groupes des examens ministériels rassemblera les données obtenues au moyen du questionnaire, analysera l'information reçue et évaluera

Elisabeth Châtillon
annonce les résultats
du rapport

du comité d'action.

SUJETS TRAITÉS

1	Deuxième conférence des femmes au MDC
1	Du côté des bureaux régionaux
1	Rapport du comité d'action
3	Allouction de Joris Anderson
5	Le partenariat pour un milieu de travail plus sain
6	Solutions modernes de remplacement du bureau traditionnel
8	Voyez-vous la différence?
8	Les employés parlent franchement

Rapport du comité d'action SOLUTIONS DE PARTENARIAT

« Nous sommes réunis aujourd'hui pour parler du progrès accompli dans les dossiers touchant les femmes et les personnes en général », a commencé par dire **Elisabeth Chailion**, présidente du comité d'action. Elle a d'abord tenu à remercier **Barbara Bloor** et **Anne Marie Ginnane** pour leur clairvoyance et leur dévouement dans la mise sur pied de cette série de conférences.

(suite page 2)

Du côté des bureaux régionaux

Même si certaines n'intéressaient que les femmes, la plupart concernaient aussi bien les hommes que les femmes. L'équipe de gestion régionale examinera les recommandations qui suivent. L'année prochaine à pareille date, plusieurs de ces recommandations seront déjà mises en œuvre ou feront l'objet de programmes-pilotes.

GARDER LE FEU SACRÉ AU FEU DES ANS

La direction devrait chercher à rendre tous les postes plus intéressants et plus valorisants, particulièrement ceux qui sont liés au soutien administratif. Certaines solutions de travail comme le travail à temps

(suite page 3)

La conférence portait sur un certain nombre de sujets, dont la conférence de l'année dernière, des statistiques sur les femmes au sein de la fonction publique et du MDC, programmes offerts aux employés, le rôle de l'omnibusman et finalement, le Réseau des femmes du conseil du Pacifique. Après le déjeuner, les participants groupes en ateliers ont formulé des recommandations.



Barbara Bloor, sous-ministre adjointe à la Gestion intégrée, lancé en janvier 1991 la première conférence sur les femmes du Ministère des Communications.

Hommes et femmes ont pu y exprimer leurs opinions et faire valoir leurs points de vue sur des sujets qui les concernent. Étant donné le franc succès de cette conférence, un comité d'action a été mis sur pied pour formuler des recommandations appropriées. L'une des recommandations touchait la tenue, le 8 octobre 1992, d'une deuxième conférence présidée par **Donna Ward**, de l'Agence canadienne des télécommunications, et **Leonard Bichel**, de la Direction des relations internationales. Cette fois-ci, le thème principal était le partenariat.

Des conférenciers de qualité avaient été invités, notamment **Doris Anderson**, qui a agi à titre de conférencière principale, ainsi que **Glenda Sims**, **Georgina Wyma** et **Suzanne Robinson**.

Les participants à cette deuxième conférence, hommes et femmes, étaient très enthousiastes et ont discuté ouvertement entre eux. Grâce au large éventail de participants, de tous les niveaux et de toutes les régions, la conférence a permis de faire ressortir de nombreuses facettes du problème de l'atteinte de l'équilibre.

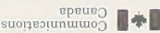
Leonard Bichel, pour sa part, rétorque à ceux qui se demandent ce qu'un homme peut bien faire dans l'organisation d'une conférence de femmes : « Comme plusieurs d'entre vous, j'ai à partager avec mon épouse la responsabilité d'une maisonnée et d'un enfant. »

La conférence visait à promouvoir l'idée du partenariat et de



Deuxième conférence des femmes au ministère des Communications

POUR ALLÉGER LA CHARGE
le partage égal des
responsabilités



Canada